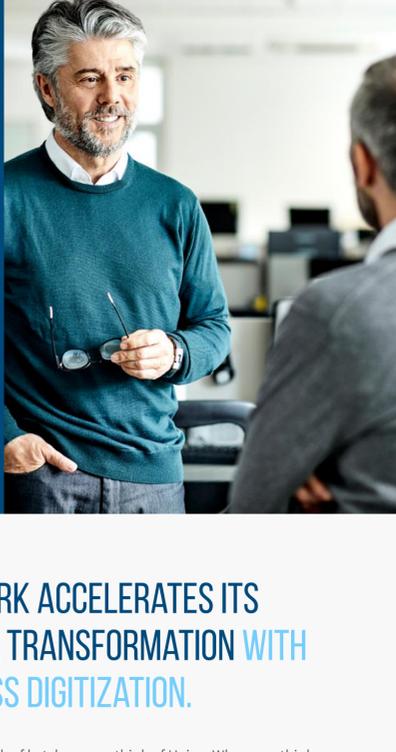


A STORY OF DIGITAL TRANSFORMATION SUCCESS

How Lexmark took a giant step into the future with their process digitization initiative



LEXMARK ACCELERATES ITS DIGITAL TRANSFORMATION WITH PROCESS DIGITIZATION.

When you think of ketchup, you think of Heinz. When you think of smartphones, you think of Apple. When you think of print solutions, you may think of Lexmark.

Founded in 1991, Lexmark is a global leader in innovative imaging and IoT solutions. Today Lexmark applies its proven technologies and deep industry expertise to help customers in more than 170 countries worldwide quickly realize business outcomes.

Using two of ins-pi's solutions, *UPM-X* and *Designer*, Lexmark has already taken giant steps to offer a world-class "as-a-service" business model. By creating their own "Opra Digital Twin," they can now build models to transform their structures and systems — and fast-track customer deployment with prebuilt digitized packages.

While ins-pi's solutions provided superior results from an external monetization perspective, Lexmark was ready to take digital transformation to the next level of maturity. Process digitization would allow them to automate, simplify, and optimize internal processes across the entire enterprise — opening the door to becoming a leader in their market.

See how it all started

A Story of Enterprise Architecture Success Built on ServiceNow®

Discover how Lexmark began its transformation journey with enterprise architecture management (EAM) — by creating a digital twin.

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FRUSTRATING COMPLEXITIES WERE HINDERING TRANSFORMATION AND AGILITY.

Lexmark continued its digital transformation from the traditional Shared Services Center (SSC) model to a Global Business Services (GBS) group. A unified governance of activities by end-to-end processes would set Lexmark up for a more agile and sustainable future.

Under the leadership of Vincent Lacour, the GBS unit accelerated its digital transformation to shift toward value creation.



To do this effectively, Lexmark needed to drive process digitization for their entire enterprise — a huge undertaking that would require them to digitize every process and product within Lexmark. But, thanks to the expertise of Vincent's team and the visibility of real-time modeling offered by ins-pi's *UPM-X* and *Designer*, they had everything they needed to get to work.

As processes were digitized, Lexmark began the difficult task of overhauling and improving processes. But unfortunately, that's when Vincent and his team started to bump up against the digital walls that most businesses face when trying to transform.

With so many complex interdependencies, it was hard to calculate process KPIs — **without clear answers, the transformation could easily get off track for the GBS team and potentially their entire business.**

LEXMARK NEEDED ANSWERS TO THREE CRITICAL QUESTIONS.

With process digitization underway, the GBS team quickly hit their first two objectives: connecting processes and delivering an authoritative source of truth. But the third one was even more critical to delivering the imagined vision and desired value for Lexmark: identify opportunities for process improvement and re-engineering.

How can we identify automation opportunities?

By identifying the automation level at a task level, the team was able to flag opportunities for potential benefits. In addition, with data digitized, they could search for similar tasks across all workstreams to focus on maximizing ROI by saving employees from manual tasks.

How can we simplify our process to provide a better user experience?

Complex steps and handoffs with multiple actors could be a recipe for poor customer engagement. Streamlined processes would offer a seamless customer experience, but with so many interconnected steps, it took a lot of work to know where to begin.

How can we optimize our end-to-end lead time?

Lead time was a constant focus for process owners as a key component of their service level. Therefore Lexmark needed to understand where frustrating bottlenecks were with process execution and wait time. With this information, they could better support leaders in rethinking the technical solution and the headcount model.

LEXMARK WAS READY TO STEP INTO THE FUTURE WITH SPEED AND AGILITY.

To position itself for digital transformation, Vincent knew that Lexmark and GBS had to focus on critical data and analytics initiatives, hyper-automation, process digitization, user experience, and employee data literacy.

“There is no future for the ones not embracing the digital era for an organization like Lexmark Global Business Services.”

Vincent Lacour
Director of Digital Transformation
Lexmark Global Business Services

Moving with speed and agility would depend on an authoritative source of truth with highly efficient data and processes.



TURNING SILOED VISIBILITY INTO SIMPLIFIED AND CONNECTED DECISION-MAKING, THANKS TO TRUSTWORTHY MODELING BY DESIGNER.

ins-pi had already guided Lexmark to create an Enterprise Digital Twin with their proprietary solutions *UPM-X* and *Designer*, built on the ServiceNow platform.

With an accurate real-time model to help them confidently make business decisions, the Lexmark GBS team now looked to ins-pi's *Designer* to help them model process changes across their entire enterprise.



NOW, LEXMARK GBS HAS POWERFUL PROCESS MODELING TO DRIVE TRANSFORMATION AND LEAD LEXMARK INTO THE FUTURE!

AFTER DIGITIZING ITS PROCESSES THROUGH DESIGNER, LEXMARK IS NOW BENEFITING POSITIVELY ACROSS ITS ENTIRE BUSINESS PROCESSES.

<p>Engaged Employees</p> <p>A digital twin for processes delivered value at individual contributor and first-line manager levels by giving accountability back to them. There is no limit to understanding the before and after and sharing opportunities for improvement.</p>	<p>Confident Decisions</p> <p>Process decision-making no longer relies on a few process analysts. Instead, digitization combined with analytics empowers leaders with an authoritative source of truth at their fingertips to make fact-based decisions.</p>	<p>Sustainable Future</p> <p>Lexmark now has a better solution to manage business continuity plans via its authoritative source of truth for processes. In addition, they could operate from anywhere if the need arises — as everything is digitized down to SWI (standard work instruction).</p>
<p>Agile Innovation</p> <p>The digital twin is an ongoing journey Lexmark has taken with an agile mindset, delivering the imagined vision first. “As our first release is being deployed, we’re building the next version with five to six concrete capabilities to explore now,” said Vincent Lacour.</p>	<p>Satisfied Customers</p> <p>The transformation has enabled Lexmark to identify opportunities to simplify processes by removing or combining actors across workstreams. This led to improved customer experience — especially when managing delicate customer escalation or issue resolutions.</p>	<p>Decreased Costs</p> <p>Process modeling for optimization leads to cost savings and increased profitability as bottlenecks are removed and wait times decrease. Now Lexmark can quickly identify opportunities for automation and address bottlenecks through wait time focus.</p>

By working with ins-pi, Lexmark created an Enterprise Digital Twin of their processes to help them model the future state of their enterprise.

Then with ins-pi's *Designer* in their tool belt, the GBS team could lead Lexmark into the future with a new set of capabilities to drive better process governance.



STEP INTO THE FUTURE OF DIGITAL TRANSFORMATION WITH INS-PI AND SERVICENOW.

We've been helping companies of all shapes and sizes achieve enterprise architecture excellence for more than 30 years. Decision-making doesn't have to be so complex, confusing, and costly. Instead, we build solutions that empower dynamic decision-making across your entire organization by providing real-time modeling.

designer
Realtime Diagraming & Modeling

UPM-X
Enterprise Architecture Management

Designer is a state-of-the-art solution built on ServiceNow, offering real-time diagraming and modeling. It provides architects with the best possible user experience and delivers business value you can measure.

UPM-X helps you understand your full enterprise and the current and long-term impact of planned changes — all in real time. As a result, Enterprise Architects can support end-to-end transformation processes across your entire organization.

Shoot us an email and we'll show you how it all works!

[Show me how it works](#)